

Let's Reset...

All,

When I began my tenure as Chief of the Portland Police Bureau almost a year-and-a-half ago, I identified three core goals for the Bureau: Crime Prevention and Reduction, Organizational Excellence and Community Engagement and Inclusion. I knew then that to achieve these goals, I needed the trust and support of the Bureau's rank and file, the very people who are working to make this a better City. At one of the very first press conferences I attended, I said to all of you that I value you, I recognize you and I acknowledge you.

After our first listening session, I think it is important for me to pause, to address all of you, and to once more repeat that I value you, I recognize you and I acknowledge you. Without you, your hard work, your integrity, and your unwavering dedication, our organization would not have been able to achieve so much during my time here with the Bureau.

Together we have accepted the responsibility of doing more with less. Our calls loads have increased, our responsibilities have increased and the expectation of how we conduct ourselves and perform in incredibly difficult circumstances has increased. Yet, and still, you have not wavered in your duty to the communities we serve. During my tenure here, I have learned much about our communities, the level of service and excellence they expect and deserve, and the challenging political climate that you and I must navigate to accomplish our three goals for the Bureau.

With that said, having three goals is not enough and I make three commitments to you. Without these commitments we cannot succeed as a Bureau. I make these commitments to you knowing that words alone are not enough; only with action do we see results.

First, I will continue to be an advocate for you and the work you do. I will ensure that when I communicate to you or the public, that my message of support will be clear and consistent. Please know that the vast majority of Portlanders support and appreciate you. I support and appreciate you. I will ensure that Portlanders hear that from me.

Second, I will ensure that Bureau leadership follows a basic premise in all that we do; a premise that I will repeatedly reaffirm with our elected officials; my presumption is that each and every one of you is a dedicated public servant that intends to work with integrity and diligently for the communities we serve. When there is public inquiry or criticism of our Bureau generally, or any one of you specifically, I will ensure that presumption is honored and that any system of accountability used to review our, our your, actions will be fair, equitable and just. After all, I cannot ask each of you to treat the public fairly, equitably and justly if you are not treated in the same manner.

Third, I want each of you to continue to pursue your work with the intent of doing the right thing. I do not want you to conduct yourselves fearing that you will do the opposite. Understand the importance of that basic idea. It is a powerful idea. It is an idea upon which great teams, like the Portland Police Bureau, are built. When you believe you are acting honorably and intentionally, with the support of your leaders, you will achieve so much more. Know this: I support you and I believe that each of you acts with the intent of doing the right thing. We have accountability mechanisms in place to identify those who do not and I rely upon those to prove me wrong.

During my time here, you have exceeded my expectations of what we can accomplish for our City. Perhaps the simplest way to express myself is through two, simple words: Thank You.

Sincerely,

Danielle M. Outlaw